

Corporate Presentation

May 2026



Patras plant, Greece

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1 TITAN Group at a glance



TITAN Group at a glance

More than 120 years with a strong track record of growth and international diversification

1902

Titan Cement founded, Elefsina plant

1912

Listing on the Athens Stock Exchange (ATHEX)

1920

Started exports from Elefsina port

1960-1980

Inauguration of cement plants in Greece:

- 1962: 2nd plant, Thessaloniki
- 1968: 3rd plant, Patras
- 1976: 4th plant, Athens

1990-2025

- Int'l expansion to U.S., SE Europe, East Mediterranean & Brazil (JV)
- 2019: Titan listed on Euronext Brussels & Euronext Athens
- 2025: Titan America listed on the NYSE

2026

- Acquisition of Traçim (Türkiye)
- Acquisition of Keystone Cement (U.S.)
- Acquisition of Vrac de l'Estuaire (France)



- Founded in 1902, Titan is an international, vertically integrated cement and building materials producer
- Cement production capacity of >27m MT with operations in more than 15 countries
- Credit Ratings: “BB+ with positive outlook” by S&P & Fitch (2025 upgrades)
- ESG ratings: “AA” by MSCI, “A” by CDP & “Prime” status by ISS ESG.

One of *Europe's Climate Leaders* (Financial Times) and one of the *World's Most Sustainable Companies* (TIME Magazine) in 2025.

2

Key investment highlights



New calciner, Kamari plant, Greece

Key investment highlights



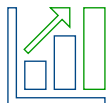
Leading market positions in all regions we operate including **the US, Greece, Southeast Europe and the Eastern Mediterranean**. **Synergies expected** from three recent value accretive cement acquisitions.



Strengthened **vertically integrated** business model, well-positioned for future growth, fortifying market positions for maximum value



Well-invested, modern and efficient asset base, with investments focusing on further growth



Robust financial performance reflected in the above peers' average growth of Sales & EBITDA, low leverage, healthy cash flow generation, and improved credit ratings



An **established Group** with a strong shareholder base, an international and experienced management team, strong governance with majority of independent Board members and a long-term strategic vision



Early adopters & leaders of **digital innovation** in the building materials sector, harnessing the power of digital breakthroughs, delivering tangible benefits
















Net-zero Goal for 2050, one of the first 3 cement companies to have their CO₂ reduction targets approved by SBTi (1.5°C pathway)



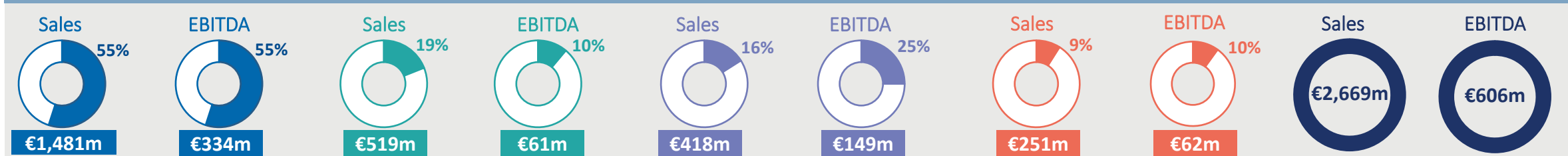
Geographically diversified cement and building materials producer

As of 31 December 2025

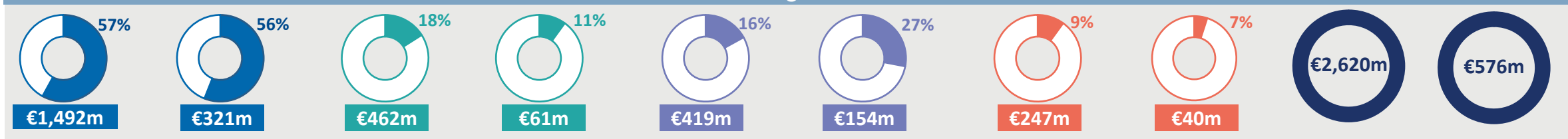
USA	Greece & Western Europe	Southeastern Europe	Eastern Mediterranean	Group
<p>TOTAL ASSETS: €1,626m</p> <ul style="list-style-type: none"> 3 cement plants¹ 3 Multi-material Marine Import hubs 7 commercial quarries 82 ready-mix plants 8 concrete block plants 8 fly ash processing plants 	<p>TOTAL ASSETS: €1,043m</p> <ul style="list-style-type: none"> 3 cement plants 2 grinding plants 4 Multi-material Marine Import hubs 18 commercial quarries 34 ready-mix plants 2 dry mortar plants 	<p>TOTAL ASSETS: €537m</p> <ul style="list-style-type: none"> 5 cement plants 4 ready-mix plants 2 commercial quarries 1 precast concrete facility 	<p>TOTAL ASSETS: €291m</p> <ul style="list-style-type: none"> 3 cement plants 1 grinding plant 2 commercial quarries 4 ready-mix plants 	<p>TOTAL ASSETS: €3.5bn</p> <ul style="list-style-type: none"> 15 cement plants¹ > 27m MT 4 grinding plants 7 Multi-material Marine Import hubs 29 commercial quarries² 128 ready-mix plants 8 concrete block plants 8 fly-ash processing plants 2 dry mortar plants
 USA	 Greece  UK  France  Italy	 Bulgaria  Serbia  Albania  North Macedonia  Kosovo	 Egypt  Türkiye	<p>JV</p>  Brazil <ul style="list-style-type: none"> 1 cement plant 1 grinding plant 4 ready-mix plants

Note: Including JV

Financial Results 2025



3-Year Average 2023-2025



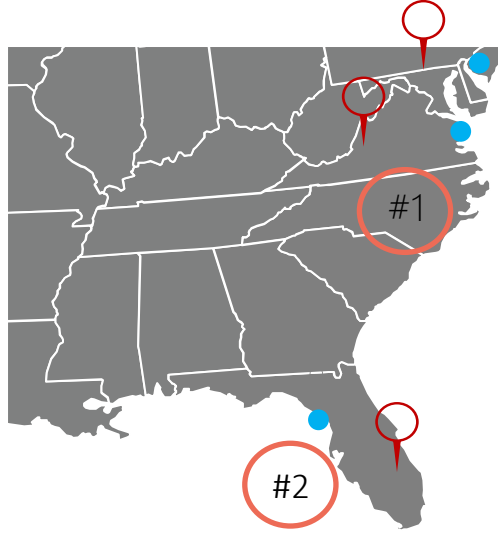
¹ Includes Keystone Cement plant in PA, U.S., the acquisition of which was completed in May 2026.

² TITAN's total number of quarries (cement, aggregates and pozzolan) amounts to 65, with 36 being used for internal supply.



Leading market positions in key geographies

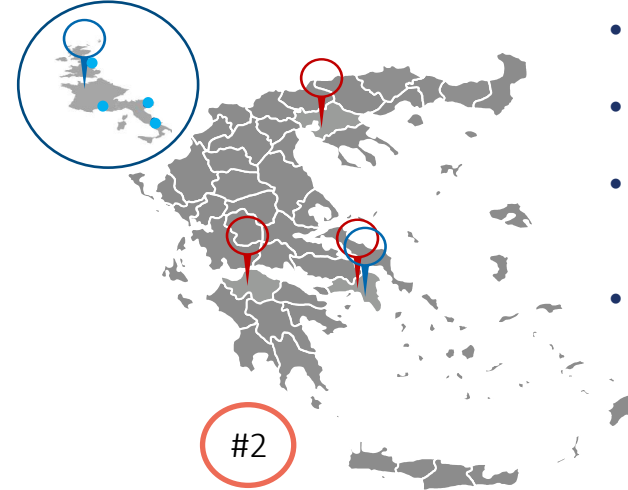
USA



- Significant presence in the East Coast with 3 integrated cement plants in Florida (FL), Virginia (VA) & Pennsylvania (PA)
- Key import multi-material marine import hubs in Tampa (FL), Norfolk (VA) and Essex (NJ). New storage domes in Tampa & Norfolk boost supply capacity.
- Extensive vertical integration
- Acquisition of Keystone Cement in PA (May '26)

- Cement plant
- Multi-material Marine Import hubs

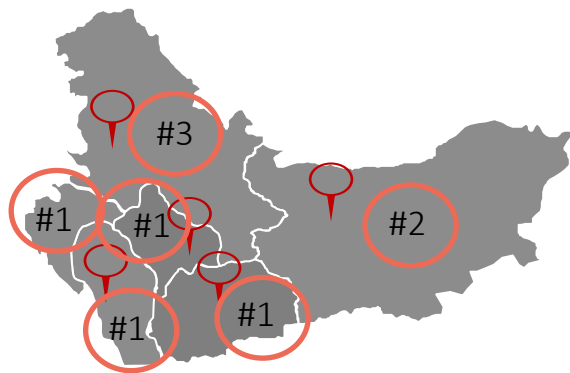
Greece & Western Europe



- Plants near the 3 major cities and ports, facilitating exports
- Largest operator in aggregates and ready-mix concrete
- Multi-material Marine Import hubs (4) at Marseille (FR), Hull (UK), Venice & Ortona (IT)
- Acquisition of Vrac de l'Estuaire, grinding plant in Le Havre (FR) (Jan. '26)

- Cement plant
- Grinding plant
- Multi-material Marine Import hubs

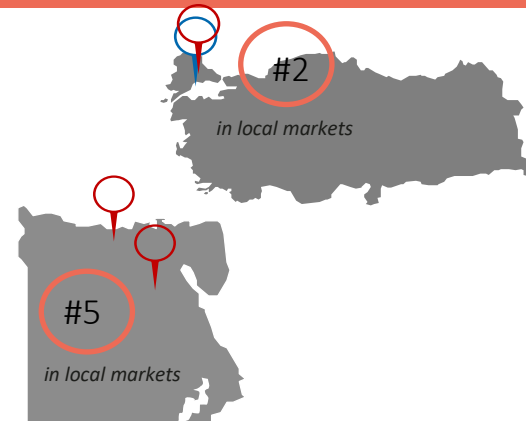
Southeastern Europe



- Largest regional producer
- Coverage of the whole region (the only company with presence in all 5 countries)
- Synergies amongst countries
- 4 of our 5 plants near capitals (Skopje, Pristina, Tirana and Sofia)

- Cement plant

Eastern Mediterranean



- Plants near the 3 major cities of Cairo, Alexandria & Istanbul and close to main ports facilitating exports
- Cement grinding plant in Türkiye (Marmara)
- Acquisition of Tracim in the greater Istanbul market in Türkiye (Feb. '26)

- Cement plant
- Grinding plant

Note: Market position: Company estimates 3-year average



Vertically integrated business model, strengthening market positions for maximum value

Selectively increased vertical integration

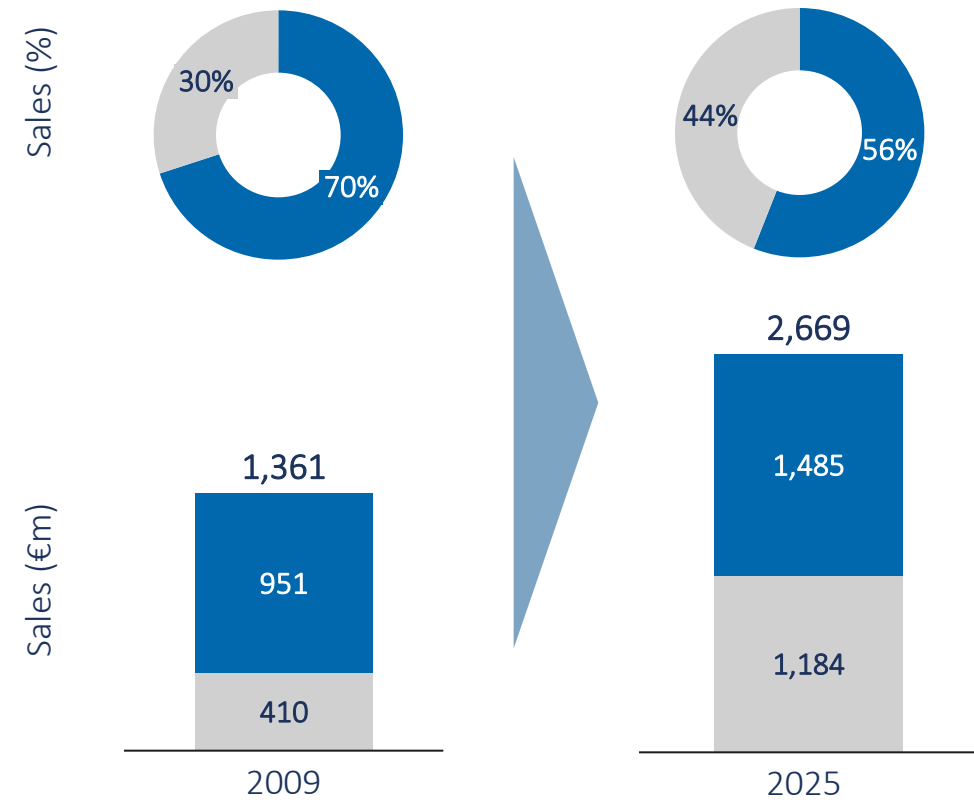
Key benefits of vertical integration for TITAN Group

Vertical Integration provides strong competitive advantages in:

- Securing access to market
- Helping reduce earnings volatility
- Increasing proximity to end customers



Diversifying our offering in the cement value chain

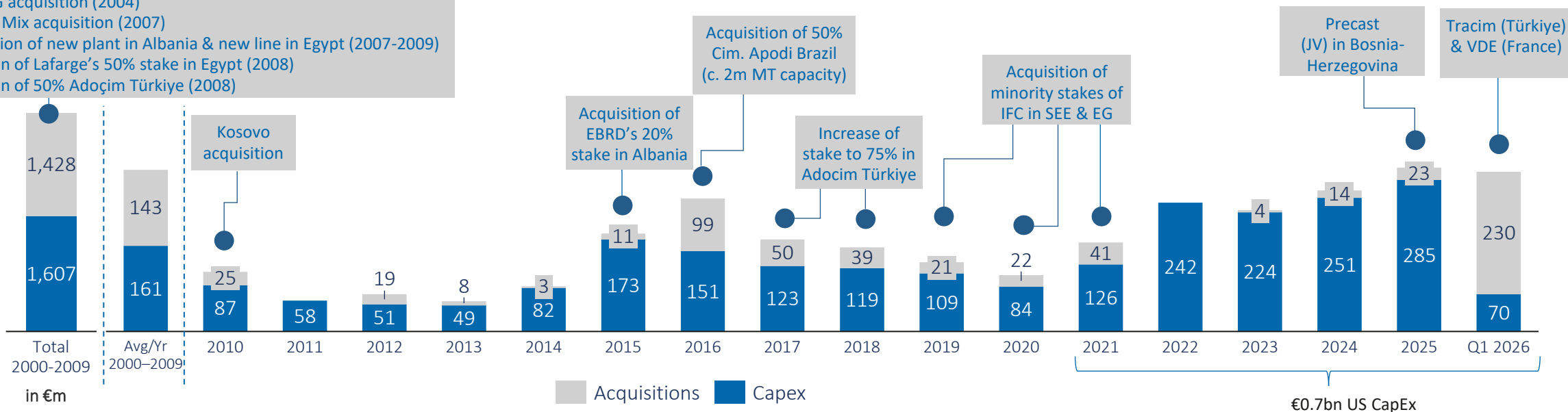




Well-invested, low-cost and modern asset base

More than €5.9bn invested since 2000; €3.9bn in CapEx & €2.0bn in acquisitions

Tarmac America acquisition (2000)
 Thessaloniki & Pennsuco modernisation (2002-2004)
 Zlatna, BG acquisition (2004)
 US Ready Mix acquisition (2007)
 Construction of new plant in Albania & new line in Egypt (2007-2009)
 Acquisition of Lafarge's 50% stake in Egypt (2008)
 Acquisition of 50% Adoçim Türkiye (2008)



TITAN Group:

- continuously upgrades its plants, adopts modern technology and decreases production costs.
- reached a 16-year high in 2025 with €285m in CapEx, advancing “Titan Forward 2029” Strategy, including continuous investments in digitalization, both on the manufacturing and supply chain and customer experience sides as well as in multiple decarbonization initiatives.
- completed strategic bolt-ons in the U.S. and Greece, new JVs in India and the UK in the field of ACMs, and in SE Europe in precast concrete.
- implements a CapEx program of €0.7bn since 2021 in the U.S., growing effective capacity, including storage in terminals for cement, improving logistics and upgrading the ready-mix fleet, aiming to capture the anticipated market upside.
- Three significant acquisitions: Keystone Cement (U.S.), Tracim (Türkiye), and Vrats de l’Estuaire (France); all completed by May 2026.



M&A Focused Capital Allocation

All three significant acquisitions of €700m+ have been finalized by 2Q 2026



Keystone



Vracs de l' Estuaire



Tracim



Keystone Cement (closed in 2Q26)



- ✓ Cement plant in Pennsylvania
- ✓ Clinker production capacity of ~1m ST p.a.
- ✓ Addressable market of >6m MT in the economic mega regions of the East Coast (Pennsylvania, Ohio, Delaware & Maryland).
- ✓ Game changing synergies for Keystone to drive improved operating margins ⇒ Reliability, network & raw materials cost optimization and energy efficiency

2025 Financials: ~\$10m EBITDA



Vracs de L' Estuaire (closed in 1Q26)



- ✓ Grinding plant in - the port of - Le Havre
- ✓ Clinker capacity of 0.6m MT p.a.
- ✓ Addressable market of >7m MT, serving the biggest French market and providing direct access to the Paris metropolitan market
- ✓ Newly built with capacity to store clinker and ACMs
- ✓ Direct sales channel in EU for EU produced clinker

2025 Financials: ~€10m EBITDA



Tracim Cement (closed in 1Q26)



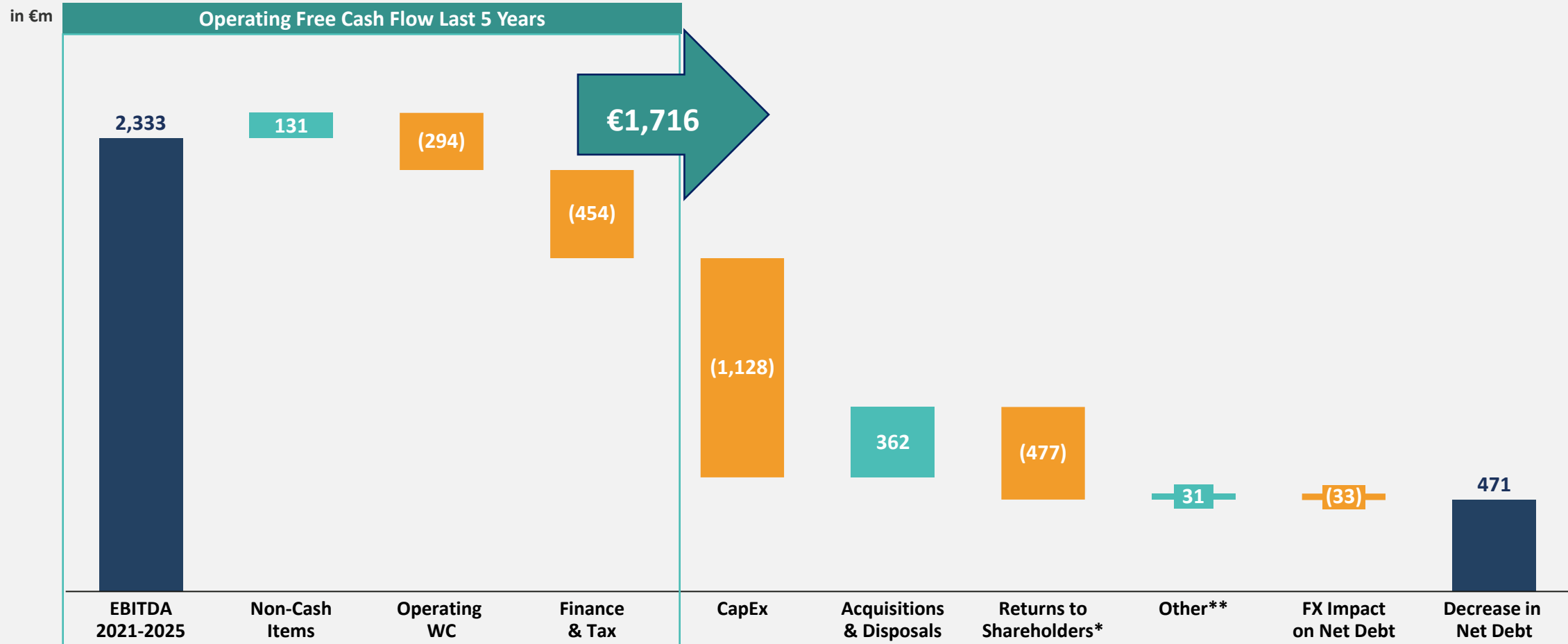
- ✓ Cement plant in the Marmara region
- ✓ Cement production capacity of 2.5m MT p.a.
- ✓ Serving a >15m city (Istanbul) and being close to the port.
- ✓ Permit for another 2.5m MT production line
- ✓ Titan invests in a 100MW solar plant
- ✓ Significant synergies utilizing our grinding plant & cementitious quarry, exports optimization, efficiency improvements in energy, network and raw materials.

2025 Financials: ~€45m EBITDA



In 2021-2025 Strong Cash Flow generation despite market volatility

Sources and Uses of Cash since 2021



* Returns to shareholders include payments to shareholders for capital returns, dividends and share buybacks.

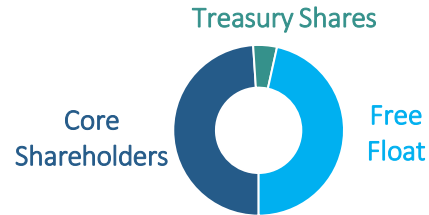
** Derivatives and financial assets



Established Group with a strong shareholder base, international & experienced management, strong governance & a long-term vision

Shareholder structure*

- Titan Founders, E.D.Y.V.E.M & P&A Canellopoulos Foundation acting in concert **49.0%**
- Treasury shares **4.5% ****
- Other **46.5%**



* based on transparency notifications made by the shareholders.

** as of 24/04/2026. In June 2021, Titan canceled 5% of the Company's shares.

Strong Corporate Governance: Board of Directors & Committees

- High standards of corporate governance embedded in TITAN values
- Titan follows the 2020 Belgian Code on Corporate Governance
- Majority of independent board members (7/12)
- 30% of the Board of Directors are women (4/12)

- Titan America's Board has a majority of Independent Directors and is fully compliant with the SEC regulatory and reporting requirements.





Our Strategic Focus 2025-2029

Strategic Priorities for Capturing Growth and Sustaining Returns



01. Deliver

Superior Growth in Core Business
(Cement and Aggregates)

- ✓ Expand capacity and export mix (US)
- ✓ Optimize footprint
- ✓ Operational efficiency investments (Industrial, Decarbonization, Energy, Digital)
- ✓ Accelerate Bolt-ons (Aggregates)



02. Expand

Alternative Cementitious
Materials Platform

- ✓ Accelerate sourcing/trading capabilities
- ✓ Investments and partnerships
- ✓ Leverage in-house technologies and partnerships



03. Invest

And Scale Up New
Technologies and Platforms

- ✓ Innovation on low clinker products
- ✓ Precast platform
- ✓ Zero carbon clinker (CCS) and Activated Cementitious



04. Strengthen

Operating
Model & Capabilities

- ✓ Market based performance model
- ✓ Commercial and marketing excellence
- ✓ Strong safety culture and empowered learning organization



Continue delivering top returns and margin expansion as key Growth Targets 2029



Sales Growth
6-8% p.a.



EBITDA Growth
11-13% p.a.



EPS
€5-6/share



ROCE¹
15-17% p.a.



Net Debt / EBITDA
1.5x-2.0x



Alternative
Cementitious Materials
10% of Group Sales



Investments in
Innovation²
€100m



Operational
efficiencies
€ 100m p.a.



Specific net direct
CO₂ emissions³
500 kg/tn

€3-4bn **Capital to deploy**

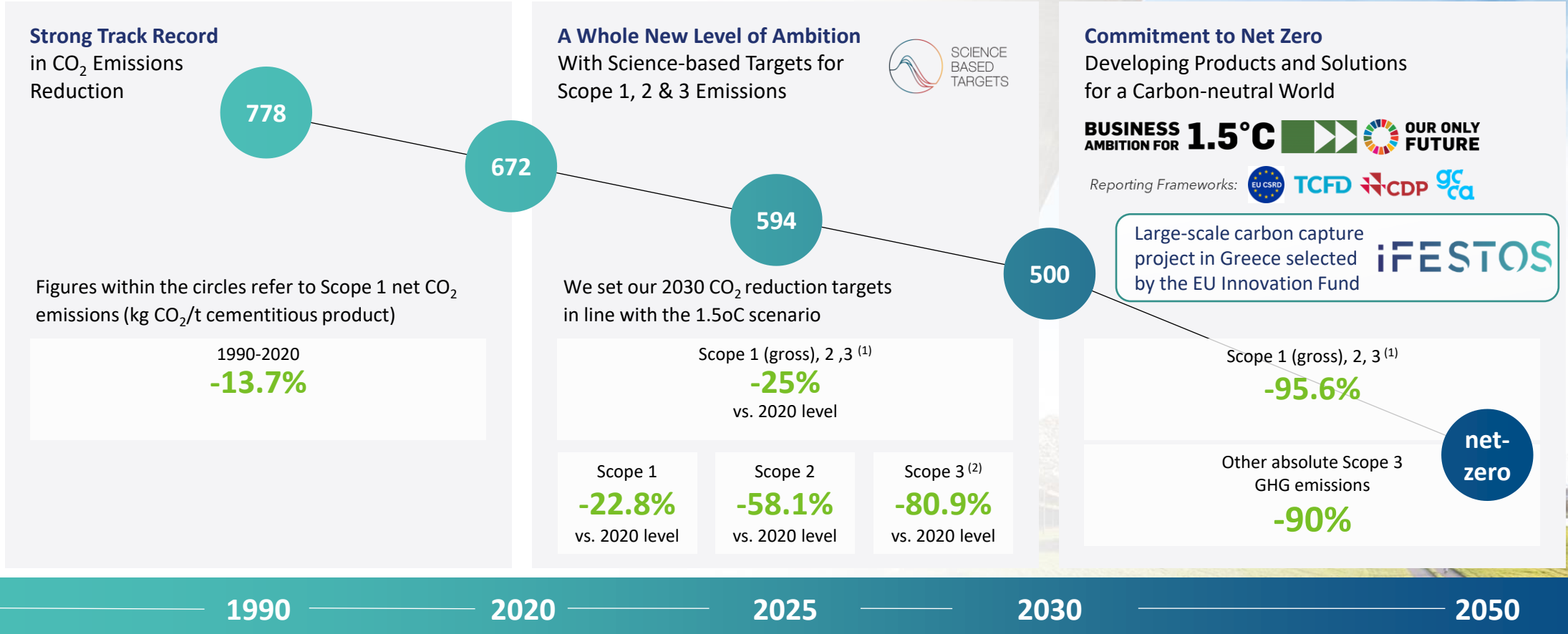
Note:

- 1. Calculated by using Average Capital Employed = Net Debt + Equity
- 2. CVC investments and R&D
- 3. 2030 target



Ambitious GHG emissions targets

Committed to reducing carbon emissions in line with the 1.5°C scenario



Note:

- 1.Scope 1: direct CO₂ emissions; Scope 2: indirect CO₂ emissions from electricity; Scope 3: indirect CO₂ emissions of the supply chain (purchased cement and clinker is considered until 2030)
- 2.Absolute Scope 3 GHG emissions from the use of sold fossil fuels



Digital transformation

Applying the tools of the 4th industrial revolution, while expanding our solutions space



Manufacturing

Digital Plant of the Future:

Productivity, Reliability
Factor and Quality
Improvements

2025 FY impact: ~ €28m



Supply Chain & Customer Experience

Digital Customer Excellence:

Dynamic Logistics and
Customer Apps rolling out

New AI use cases

Cement quality prediction & RMC mix design optimization

AI-based Real-Time Optimizers (RTOs)

Improvements in throughput & reduction in energy consumption

Failure prediction systems using ML

Downtime avoided & significant savings from failures cost avoidance

1st Digital Service business "CemAI"

Significant savings from preventive maintenance

EBITDA Margin Uplift¹

+50-100 bps

TITAN recognized as one of the companies succeeding in AI globally (Harvard Business Review, Jan. 2025)

AI-enabled Dynamic Logistics solution for RMC

Productivity uplift

Customer App (web portals & mobile apps)

Improved Customer service & satisfaction; high customer usage

Proactive customer experience tools

Improve efficiency of deliveries in RMC operations

Cumulative investments²

> €60m

3 Overview of markets by region



USA – Business Overview

Titan America is well positioned and investing further to capture growth along the East Coast

Operating units

- 3** Cement plants
- 7** Commercial quarries/Clay
- 82** Ready-mix plants
- 8** Concrete block plants
- 8** Fly ash processing plants
- 3** Multi-material Marine Import hubs



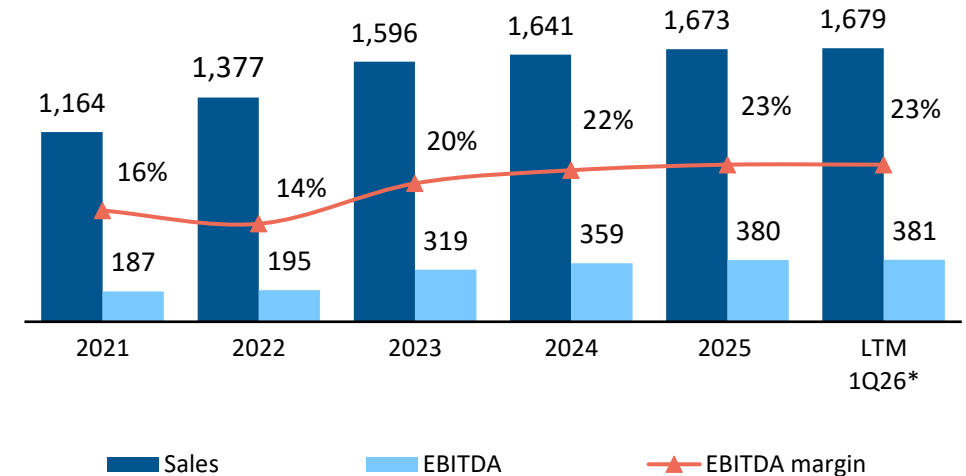
Principal products / activities



Cement capacity: ~ 4.5m MT

- Cement plant
- Market presence through vertically integrated activities
- Multi-material Marine Import hubs

Sales & EBITDA (\$m)



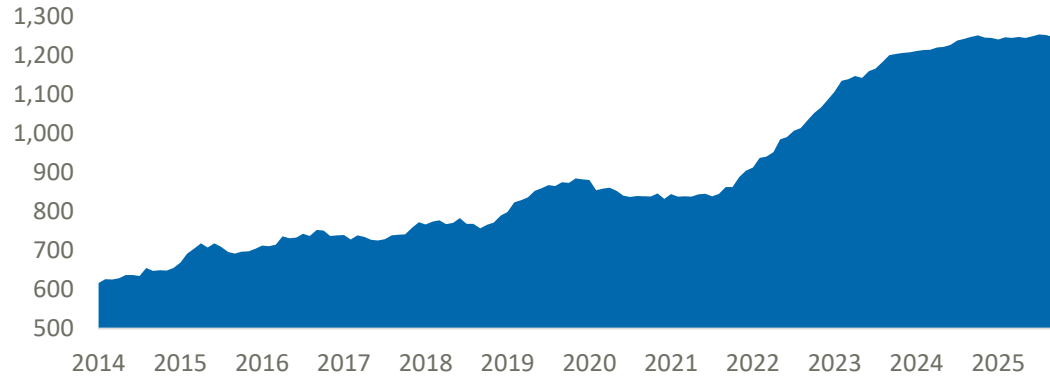
Trends & Drivers

- Infrastructure (IIJA driven) and non-residential projects (incl. data centers) support demand while residential construction continues to be soft.
- Solid economic growth, internal migration and strong employment levels across our markets in Mid-Atlantic and mainly in Florida bolster cement demand.
- 2025: Record performance in soft market conditions was supported by firm pricing, disciplined cost management and self-help initiatives.
- Titan US operations (Sept. '25) received certification for more than 40 new lintel products entering the precast and prestressed lintel market in Florida.
- Strategic investments in aggregates, ready-mix plants, fleet expansion/modernization and digitalization in 2025, drove growth and cost efficiencies.
- Titan America's listing of a 13.3% stake on the NYSE was finalized in February 2025, raising a total gross amount of \$393m.
- TITAN acquired Keystone Cement in Pennsylvania, and the transaction was successfully completed in May 2026.

USA

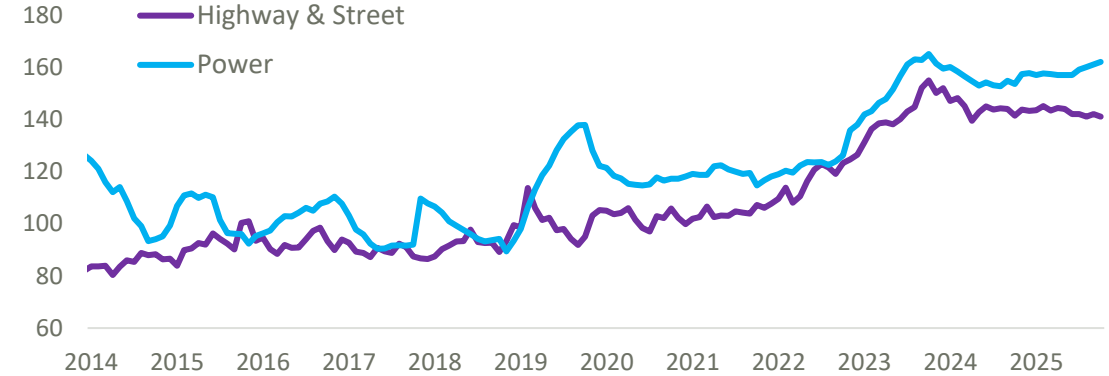
Infrastructure & Non-Residential support demand; housing driven by positive demographics

U.S. Non-Residential Total Construction Spending (\$bn)



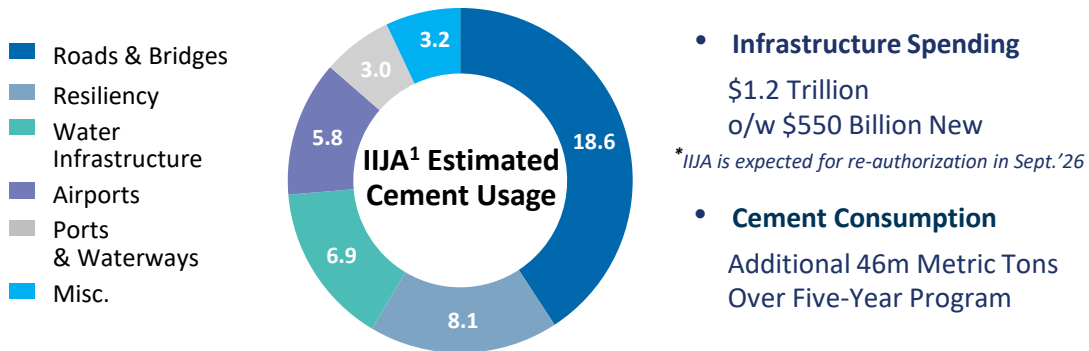
Source: ST. fred.stlouisfed.org

Highway & Street and Power Construction Spending (\$bn)



Source: U.S. Census Bureau via FRED®

US Infrastructure Bill - Bipartisan Law Additional Cement Consumption by Construction Sector



¹ IIJA: Infrastructure Investment & Jobs Act Transportation, EVs, Broadband, Resilience, Water & Airports



Housing starts stabilized at average historic levels. Pent-up demand expected to drive growth from 2027 onwards.



Source: ST. fred.stlouisfed.org

USA

Strategic Growth and Market Highlights

In 2025, Titan completed a major strategic move with Titan America's listing on the NYSE, raising gross proceeds of \$393m.



- On 6 February 2025, Titan America, a subsidiary of Titan, and parent company of the Group's US operations, completed its IPO on the New York Stock Exchange (NYSE). The IPO consisted of a primary offering by Titan America and a secondary sale by Titan, at \$16/share.

- Following the completion of the transaction, and as of 11 March 2025, TITAN Group owns 86.7% of the common shares of Titan America.
- Titan America trades under the ticker symbol "TTAM" on the NYSE.

Large Scale Infrastructure & Non-Residential Projects of Titan America



Bentley Residencies
Florida



QTS Data Centers
Virginia



Newark Intl' Airport Terminal B
New Jersey



I-40/I-77 Interchange Rebuild
North Carolina

Greece and Western Europe - Business Overview

Titan's home market: strong capacity covers the rising local market & serves export markets

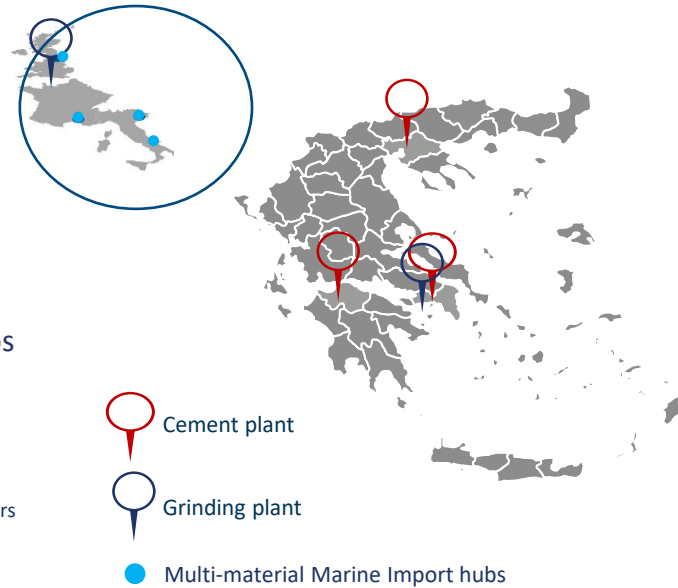
Operating units

- 3 Cement plants
- 2 Grinding plants
- 18 Commercial quarries
- 34 Ready-mix plants
- 2 Dry mortar plants
- 4 Multi-material Marine Import hubs

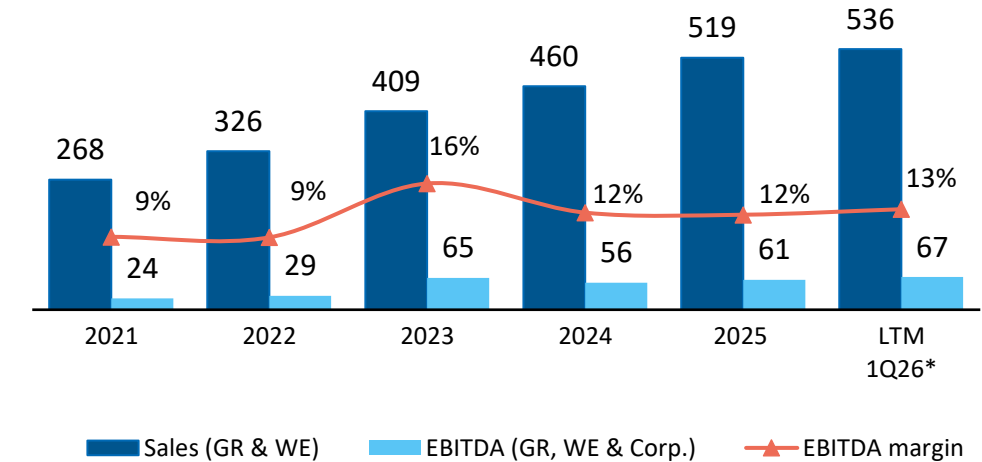
Principal products / activities



Cement capacity: ~ 7.1m MT



Sales & EBITDA (€m)



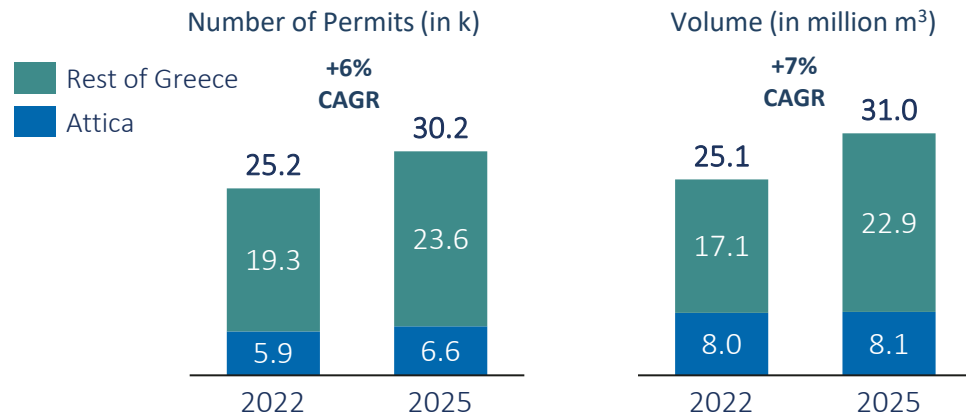
Trends & Drivers

- Strong domestic demand in Greece driven by key infrastructure, tourism, warehousing and logistics projects supported volume growth across all products in 2025, with robust pricing, offsetting a persistently higher cost base, reflecting the positive market momentum carrying into 2026.
- Titan acquired 2 aggregates quarries in Greece (Thessaly and Crete) in 2025 and inaugurated a concrete plant in Peloponnese (acquired in 2024).
- NGEU funds are expected to support demand in Greece in 2026 with an extension into 2027 through the RRF loan component mechanism.
- Increased efficiencies thanks to ongoing digitalization and decarbonization projects. Notably, the Kamari plant achieved levels of ca. 60% in AFs usage.
- IFESTOS, the Group's flagship CCS project was designated as a Strategic Investment by the Greek state and is progressing through the development stage.
- In Feb.'26, TITAN acquired Vrats de l'Estuaire in France, including a grinding plant with 0.6m tonnes of annual clinker grinding capacity with operations starting in February 2026.

Greece and Western Europe

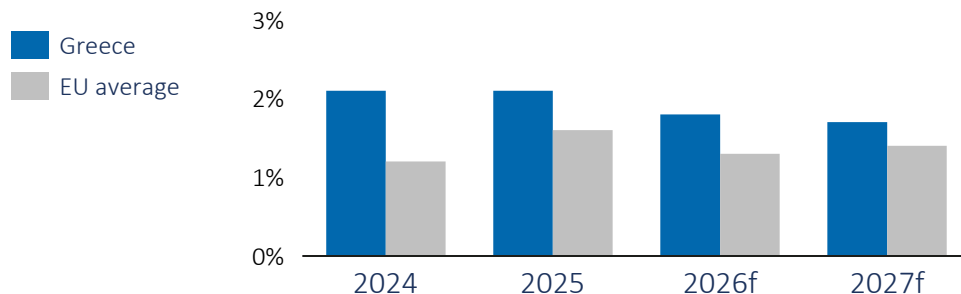
Increasing confidence in recovery supported by macro data and strong fiscal response

Building activity in Greece



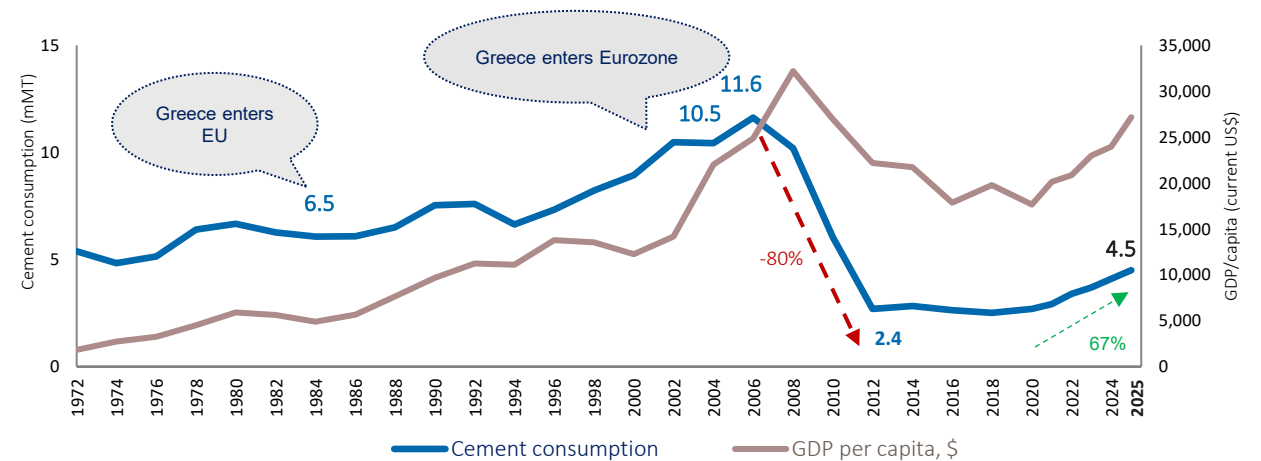
Source: ELSTAT, Building Activity

Estimated Greek GDP growth higher vs the EU average



Source: IMF, April 2026

Greece: Cement consumption >5m tons/year until 2010



Source: Hellenic Cement Industry Association (1960-2019), World Bank, I.M.F., ELSTAT, Company estimates

Greece: Growth Outlook

- €36bn from NGEU grants and soft loans and €34bn from the EU Budget planned for the period 2021-2027.
- The Greek economy grew by 2.1% in 2025 (outpacing the EU average of 1.6%) and is projected for 1.8% in 2026 and by 1.7% in 2027.
- The country's sovereign credit rating is rated as Investment Grade by all major rating agencies.
- Cement market growth of 67% in 2020-2025 (11% CAGR); consumption levels still below the long-term average.

Southeastern Europe - Business Overview

Attractive regional cluster set to benefit from long-term infrastructure needs & EU admission

Operating units

- 5 Cement plants
- 4 Ready-Mix Plants
- 1 Concrete Precast Plant (JV)
- 2 Commercial Quarries
- 1 Processed engineering fuel facilities

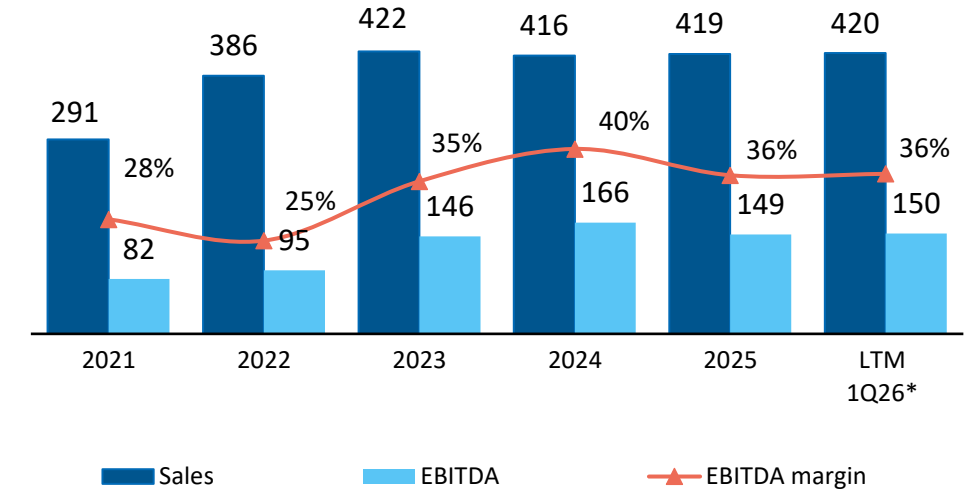
Principal products / activities



Cement Capacity: ~ 6.3m MT



Sales & EBITDA (€m)



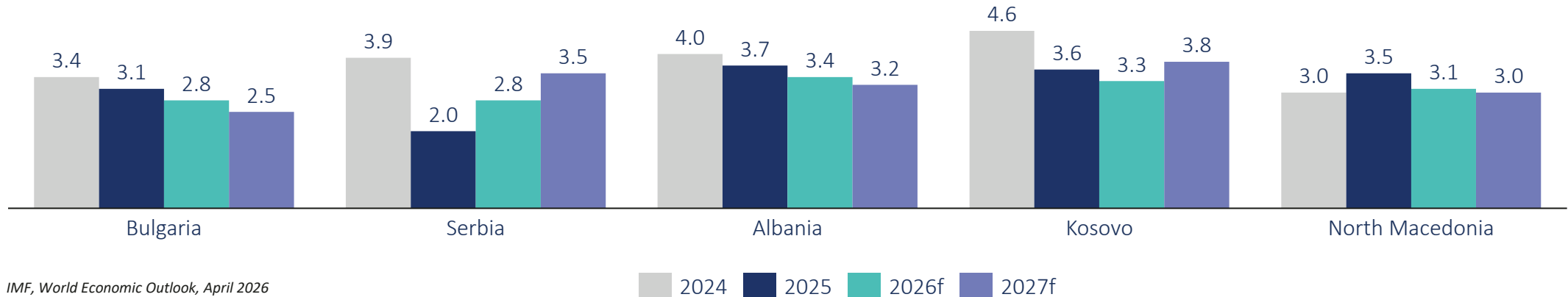
Trends & Drivers

- No significant shifts in market dynamics were observed in 2025. Infrastructure and housing projects continued to support demand, complemented by trans-regional transport initiatives.
- Price increases in some markets and broadly unchanged volumes managed to offset competitive pressures, particularly from import activity.
- EBITDA impacted by higher raw materials, energy and labor costs. The region continued to deliver the highest margins across the Group.
- Investments in energy efficiency led to lower thermal energy costs, against higher electricity costs, with alternative fuel substitution rates increasing in Bulgaria and doubling in North Macedonia.
- Formed a JV to acquire 80% stake in Baupartner based in Bosnia & Herzegovina entering the precast concrete platform.

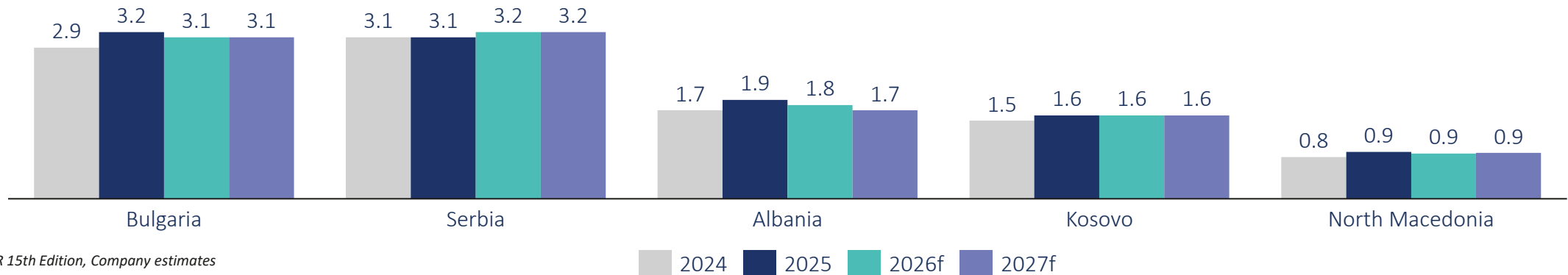
SEE Prospects for Growth Lead to Positive Outlook

Low Volatility Markets with Upside Potential as Urbanization Rises

GDP growth %



Cement consumption (million MT)



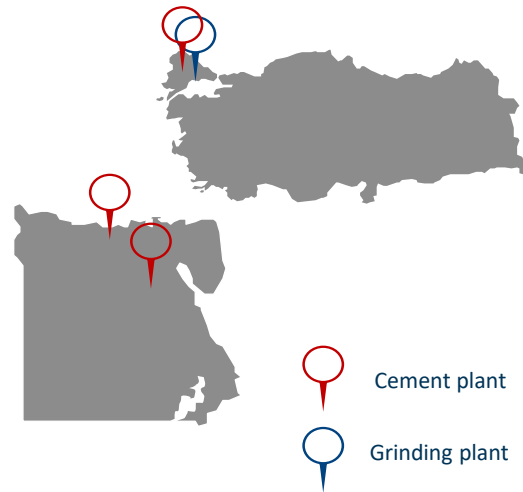
Eastern Mediterranean - Business Overview

Two large markets (>130m MT of combined cement consumption)

Operating units

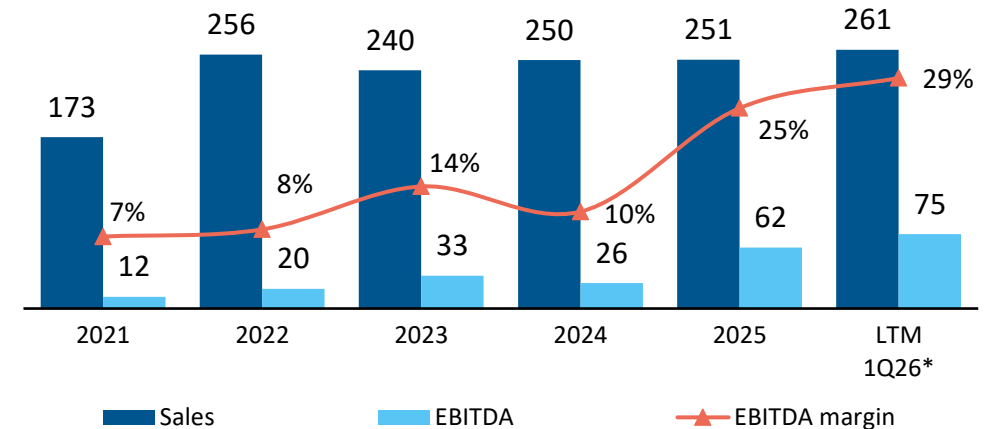
- 3 Cement plants
- 1 Grinding plant
- 2 Commercial Quarries
- 4 Ready-mix plants
- 2 Processed engineering fuel facilities

Principal products / activities



Cement capacity: ~ 8.0m MT

Sales & EBITDA (€m)



Trends & Drivers

Egypt recorded a strong turnaround.

- Domestic cement consumption grew by over 13% in 2025, supported by foreign investment in mega tourism-related developments and resumed public infrastructure activity; high plant utilization.
- Cement export volumes increased significantly in 2025, growing by > 40% reaching 11m tonnes (vs almost none four years ago), with favorable pricing.
- Additional storage capacity investments to enhance flexibility, allowing the Alexandria plant to efficiently serve domestic & export markets 2026 onwards.

Türkiye reflects the Group's revised footprint post-divestment.

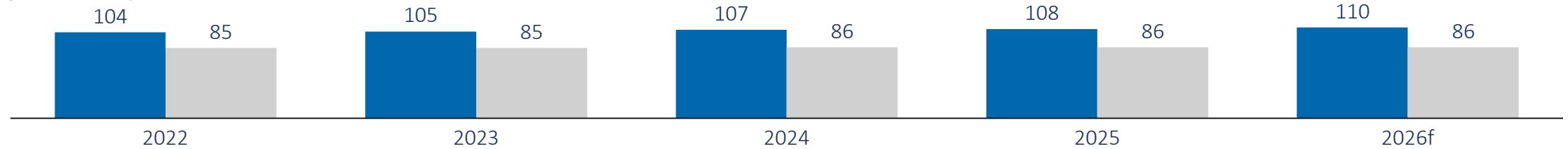
- In May 2025, Titan divested Adoçim in W. Türkiye. Operations were performed as usual through the grinding unit and the pozzolan quarry in East Marmara.
- In February 2026, TITAN acquired Traçim Cement, located in the greater Istanbul market, having an annual cement capacity of 2.5m tonnes and rights to a permit for a second production line of equal capacity. Additionally, a solar power plant of 100MW is currently under construction.

Eastern Mediterranean

Favorable Demographics Generate Economic Growth and Investment Needs

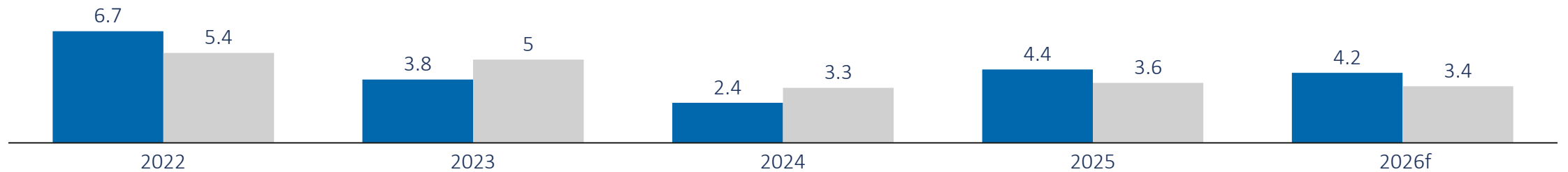
Large, young and growing population...

(Population in millions)



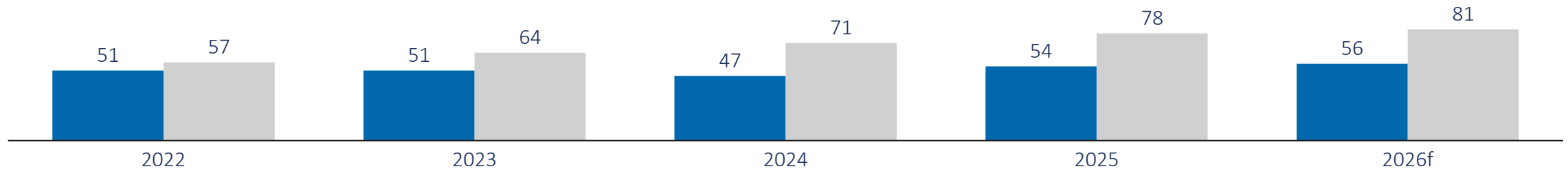
...combined with recorded and anticipated real GDP growth...

(Real GDP % y-o-y)



...generating needs in cement consumption

(in million metric tonnes)



Sources: IMF, Global Economic Outlook, April 2026, GCR, 15th edition, Company estimates

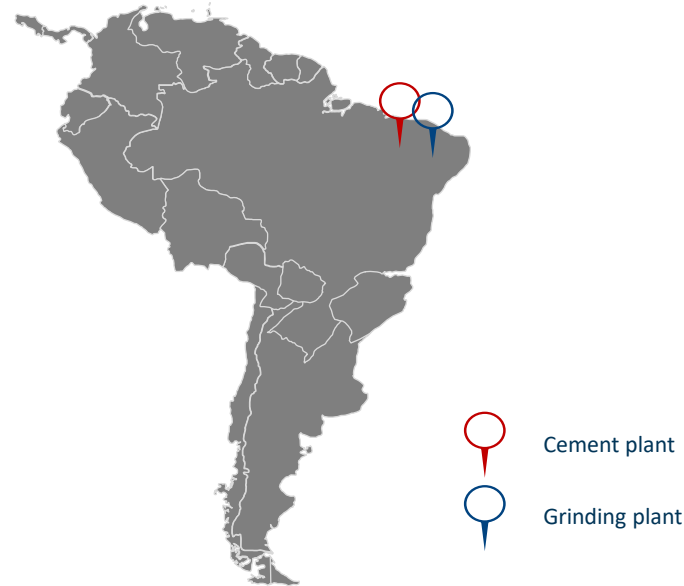
Brazil – Joint Venture 50/50

Cimento Apodi operates two units in Ceará state

Operating units

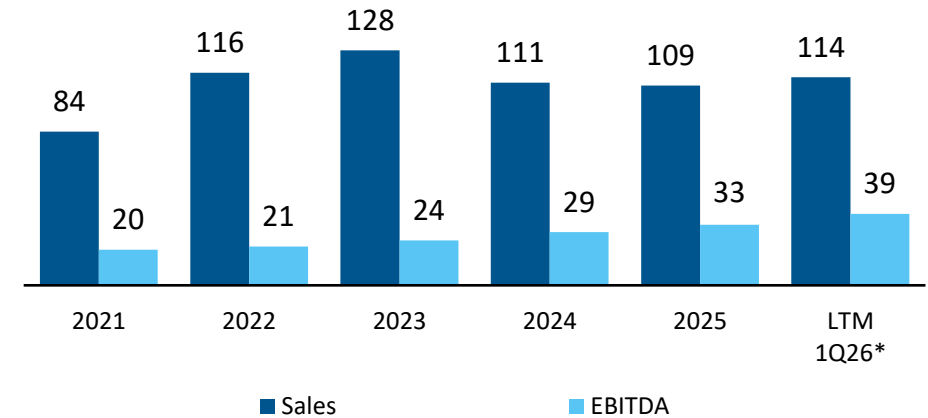
- 1 Cement plants (Quixeré)
- 1 Grinding plant (Pecém)
- 4 Ready-mix plants

Principal products / activities



Cement capacity: ~ 2.0m MT

Sales & EBITDA (€m)



Note: Accounted for using the equity basis

Trends & Drivers

- In 2025, cement demand in Brazil grew by 4%, with a 7% increase in the Northeast region (Apodi's natural market), supported by labor market improvements, rising disposable income, and the expansion of the government's housing program.
- Profitability improved with EBITDA up by 11% YoY reaching €33m in 2025, driven by significant increase in prices and successful commercial execution.
- Focus remains on product mix optimization and technical sales, targeting the precast industry, wind energy and major infrastructure projects.

More Information

- For TITAN's Financial Performance, please refer to [Q1 2026 Results](#) & [FY 2025 Results](#)
- For TITAN **For>>ard** 2029 Strategy, please refer to [Investor Day November 2025](#)



Thank you!

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2025 Integrated Annual Report

TITAN Group 2025 Integrated Annual Report outlines the Group's financial, environmental and social performance



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